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## **Appendix A: Action Program**

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## Appendix A: Action Program

This appendix contains the action program for the Town Plan. It lists specific tasks that need to be accomplished in order to implement the Plan's goals and objectives. The tasks are arranged in the same order as the elements and are presented in section B of the Town Plan. Along with the tasks, this action program identifies when tasks should be initiated.

The Town Plan will be reviewed annually to track progress on the implementation of the goals and objectives of the Town Plan. Town staff and existing committees will be assigned the task of annual evaluation and update. The Planning Commission will oversee the process.

### KEY

**Timeframe:** project initiation

short term within to 2 years

medium term 3 to 5 years

long term 6 or more years

**Related Objective:** plan element

NR Natural Resources

PR Parks and Recreation

HR Heritage Resources

CD Community Design

LU Land Use

H Housing

ED Economic Development

T Transportation

CF Community Facilities

**Staff/Agencies:** Departments and Advisory Bodies Initiating Action\*

TREE Tree Commission

DPZD Department of Planning, Zoning and Development

DED Department of Economic Development

DEPW Department of Engineering and Public Works

DIT Department of Information Technology

DPR Department of Parks and Recreation

DU Department of Utilities

DCPM Department of Capital Improvements

FIN Finance Department

EAC Environmental Advisory Commission

EDC Economic Development Commission

BAR Board of Architectural Review

RTC Residential Traffic Commission

ITC Information Technology Commission

CC Cable Commission

LEA Leesburg Executive Airport

BALC Balch Library

\* Town Manager, Planning Commission, and Town Council participation is assumed on all actions.

## Natural Resources Action Program

No.	Action	Timeframe	Related Objective	Staff/Agencies Responsible
1.	Establish an environmental assessment procedure for reviewing development applications.	Short	NR10	DPZD, EAC
2.	Draft standard proffer and condition language for natural resources objectives.	Short	NR10	DPZD, EAC
3.	Develop and adopt readily measurable standards to assess progress toward meeting the objectives of the natural resources element of the Town Plan.	Short	NR11	DPZD, EAC, TREE
4.	Develop a protocol to determine when public ownership of elements of the green infrastructure is appropriate.	Short	NR1	DPR, DPZD
5.	Map the stream corridors and other ecologically valuable lands on publicly owned parcels. Establish a Department of Parks and Recreation policy making these lands generally off-limits for active recreational development or other land disturbing activity.	Medium	NR2	DPR, DPZD, EAC
6.	Develop guidelines for re-establishing the forest canopy within the open space of developing properties.	Medium	NR4	DPZD, DEPW, TREE, EAC
7.	Review existing geotechnical recommendations and update if necessary.	Medium	NR9	DEPW
8.	Review the applicability of the LEED green building standards to Leesburg and make recommendations to Council.	Medium	NR6	DEPW, EAC
9.	Implement the requirements of the Town's VPDES Permit, particularly adoption of BMP standards for stormwater management.	Medium	NR2, 3, 5	DEPW, EAC,
10.	Seek grants for watershed planning studies for Leesburg,	Long	NR2	DEPW, DPZD, EAC

	participate in the study process, and develop planning and engineering recommendations for the Town in response to study recommendations.			
11.	Develop zoning ordinance amendments to update airport and highway noise abatement standards.	Long	NR8	DPZD, DEPW
12.	Review exterior lighting control options and make recommendations to Council.	Long	NR7	DPZD, DEPW, EAC
13	Review the Design & Construction Standards Manual, zoning ordinance and subdivision regulations to implement the stream corridor policy and adopt low impact development standards and conservation subdivision design standards.	Long	NR3	DEPW, DPZD EAC
14.	Develop an educational program to promote environmentally sensitive management of private property, e.g. environmentally sensitive lawn care techniques.	Medium	NR5	EAC, TREE, DPZD

See the key at the beginning of this appendix for an explanation of timeframes and responsible staff/agencies.

## Parks and Recreation Action Program

No.	Action	Timeframe	Related Objective	Staff/Agencies Responsible
1.	Establish a Leesburg open space conservancy as recommended in the Parks and Recreation Master Plan.	Medium	PR1, 3, 4	DPR, EDC, EAC
2.	Establish an open space action team as recommended in the Parks and Recreation Master Plan.	Short	PR1, 3	DPR, DEPW, DPZD, EAC
3.	Establish an open space fund to acquire sites for additions to the Town's green infrastructure as recommended in the Parks and Recreation Master Plan.	Medium	PR1, 2, 3	DPR, DPZD
4.	Pursue funding of top priority capital projects (improvements to Veterans Park, and construction of South Harrison Street, Catoclin Circle SW, South King Street, and Ida Lee trails) of the 2002 Master Plan.	Short-Medium	PR2, 4	DPR
5.	Continue cooperation with the County school district and recreation department as they provide recreation facilities.	On-going	PR1	DPR
6.	Support the County in its development of Bolen Park.	Short	PR1, 4	DPR
7.	Study the feasibility of acquiring Olde Izaak Walton Park and adjacent property.	Long	PR1, 2, 3	DPR
8.	Ensure that the Department of Parks and Recreation reviews all private and public development proposals to determine if contributions of land or cash are appropriate to implement recommendations of the Parks and Recreation Master Plan.	Short	PR1, 2, 3, 4	DPR, DPZD
9.	Update the Parks and Recreation Master Plan periodically. Ensure that revisions to the Parks and Recreation Master Plan are consistent with the policies of the Town Plan.	Medium	PR1, 2, 3, 4	DPR, DPZD
10.	Incorporate Balls' Bluff Regional Park into the Town limits.	Medium	PR1	DPZD, DPR

See key at the beginning of this appendix for an explanation of timeframes and responsible staff/agencies.

## Heritage Resources Action Program

No.	Action	Timeframe	Related Objective	Staff/Agencies Responsible
1.	Maintain and update the heritage resources inventory.	Short	HR1	DPZD, BAR
2.	Expand the boundaries of the H-1 Old and Historic District to add properties meeting listing criteria	Medium	HR2	DPZD, BAR
3.	Undertake studies of individual historic buildings and sites to determine if they should be added as non-contiguous elements of the H-1 Old and Historic District.	Long	HR1, 2	DPZD, BAR
4.	Determine appropriate extent of new and widened H-2 corridors, including major roads and the W & OD trail, to protect the H-1 Old and Historic District.	Short	HR3	DPZD
5.	Leverage Leesburg's Certified Local Government status to fund studies to document the status of candidate buildings and pay for their restoration.	Medium	HR1	DPZD, BAR
6.	Refine and update heritage resources design guidelines.	Short	HR4	DPZD, BAR

See the key at the beginning of this appendix for an explanation of timeframes and responsible staff/agencies.

## Community Design Action Program

No.	Action	Timeframe	Related Objective	Staff/Agencies Responsible
1.	Prepare a comprehensive set of community design guidelines that are tailored to all types of development and include both public and private development and redevelopment. Guidelines should apply to all areas within the Town, including updating the Old and Historic Overlay District and the Corridor Design Guidelines, if appropriate.	Short	CD1	DPZD, DEPW, BAR
2.	After the community design guidelines have been established, determine if the Ordinance or any codes should be and can be modified to bring these guidelines within the Town's regulatory power. Modify ordinances, as appropriate.	Medium	CD3	DPZD, DEPW, BAR
3.	After the community design guidelines have been established as Town policy, the Town Manager will establish a new inter-agency protocol to ensure that review and administration of urban design guidelines are accomplished in coordination. This is intended to establish a uniform public approach to achieving urban design goals and objectives.	Medium	CD5	DPZD

See the key at the beginning of this appendix for an explanation of timeframes and responsible staff/agencies.



## Land Use Action Program

No.	Action	Timeframe	Related Objective	Staff/Agencies Responsible
1.	Prepare a comprehensive set of community design guidelines that are tailored to all types of development and include both public and private development and redevelopment. Guidelines should apply to all areas within the Town, including updating the Old and Historic Overlay District and the Corridor Design Guidelines, if appropriate.	Short	CD1 LU4	DPZD
2.	Establish a joint planning process with the County to reexamine land use and development policies in the Urban Growth Area (UGA)—the County’s Joint Land Management Area (JLMA)	Short	ED1, 2	DPZD
3.	Determine if and how the Ordinance and other regulations can be modified to better implement land use objectives. For example, 1) determine if available land can be rezoned on the Town’s initiative to more precisely reflect the land use objectives for that land; and 2) create a zoning district that allows <i>light</i> manufacturing use.	Short	All	DPZD
4.	Determine appropriate extent of new and widened H-2 corridors, including major roads and the W & OD trail, to protect the H-1 Old and Historic District.	Short	HR3	DPZD
5.	Develop a public notification program for property owners within the airport area of influence.	Short	LUSE4	LCA

See the key at the beginning of this appendix for an explanation of timeframes and responsible staff/agencies.

## Housing Action Program

No.	Action	Timeframe	Related Objective	Staff/Agencies Responsible
1.	Examine the extent to which the zoning ordinance can to be modified to create more affordable housing and maintain the quality of housing. For example, examine the Affordable Dwelling Unit (ADU) requirements in other Northern Virginia jurisdictions for relevance to Town objectives.	Short	H1, 4	DPZD
2.	Develop a proactive program for the Community Enhancement Team (CET) to implement.	Short	H2	DPZD
3.	Undertake steps to augment the Town's involvement in the County's Consolidated Housing and Community Development Plan, including participation in the Community Development Block Grant program, to help maintain the quality of residential areas and provide housing for special populations, such as the elderly, physically challenged, homeless, and disabled.	Medium	H2, 4	DPZD
4.	Explore potential sources for funding affordable housing.	Medium	H3, 4	DPZD
5.	Establish a process for monitoring and reporting the progress of all housing development, as described in the plan monitoring and amendment action program.	Short	H3	DPZD

See the key at the beginning of this appendix for an explanation of timeframes and responsible staff/agencies.

## Economic Development Action Program

No.	Action	Timeframe	Related Objective	Staff/Agencies Responsible
1.	Coordinate land use policies for the Urban Growth Area (UGA) with the County that prohibit residential uses on office and light industrial land adjacent to the airport.	Short	ED1	DPZD, DED
2.	Develop land use regulations for the Town that prohibit residential uses on valuable and light industrial land adjacent to the airport.	Short	ED1	DPZD, DED
3.	Assess telecommunication needs that implements economic development objectives in a cost-effective and aesthetically acceptable way.	Medium	ED1	DED, IT, CC, ITC
4.	Continue the implementation of the action steps identified in the “Business Development Strategy for Leesburg” involving key community organizations, businesses and property owners in the development of policies for the strategies of implementation.	Short	ED1	DED, DPZD
5.	Develop design guidelines to ensure compatibility and functionality of mixed-use centers.	Short	ED3	DPZD
6.	Pursue and support policies to create opportunities for new business development that strengthens existing commercial districts through redevelopment and infill construction.	Short	ED1, 3	DED, DPZD
7.	Adopt guidelines that quantify Capital Improvement Projects	Short	ED3, CFS 6	DPZD
8.	Develop and implement policies that encourage the location of high wage businesses in the technology, homeland security, aviation, and education industries within the Town. Protect areas of Town suitable for such businesses from incompatible development.	Short	ED1, 2	DED

See the key at the beginning of this appendix for an explanation of timeframes and responsible staff/agencies.

## Transportation Action Program

No.	Action	Timeframe	Related Objective	Staff/Agencies Responsible
1.	Complete an internal audit of the transportation planning process to determine whether revisions to the current system for evaluating level of service should be made to better reflect the Town's commitment to a multi-modal transportation system and/or whether the current level of service standards are still appropriate for the mid-term planning horizon and beyond.	Short	TR1	DEPW, DPZD, RTC
2.	Update the Comprehensive Transportation Study and expand the scope of the study to include a local transportation model for future year land use and transportation conditions unique to Leesburg.	Short	TR1	DEPW, DPZD, RTC
3.	Work with officials from the various transportation agencies to promote the inclusion of projects in their plans, programs, and development regulations that adequately provide future capacity (i.e. motorized and non-motorized) for moving people safely and efficiently through Leesburg.	On-going	TR2	DEPW, DPZD
4.	Coordinate with Loudoun County and other regional transportation agencies to better coordinate land use and transportation planning.	On-going	TR2	DEPW, DPZD
5.	Coordinate with Loudoun County and the Virginia Regional Transportation Association (VRTA) to target nodes for potential transit oriented development within the Town.	Medium	TR3, 4	DPZD, DEPW
6.	Make revisions, as necessary, to Town ordinances to promote transit oriented development in geographically specific areas.	Short	TR3, 4	DPZD, DEPW, RTC
7.	Complete a Town-wide bicycle and pedestrian master plan for providing an interconnected bicycle and pedestrian system that connects local residents and visitors to the area with	Short	TR5	DPZD, DEPW, RTC

	transit stops and close-by destinations.			
8.	Resubmit a grant application for federal transportation enhancement funds to provide a multi-use trail connection between the W & OD Rail-Trail and the C & O Canal via White's Ferry.	Long	TR5	DPZD, DEPW, DPR
9.	Conduct a design and feasibility study of a raised pedestrian crossing study for key locations within the Town, starting with Rt. 15 Bypass near Ft. Evans Road.	Long	TR5	DEPW, DPZD, DPR
10.	Revise the zoning ordinance to protect the airport from residential encroachments. Coordinate with the County to prepare similar amendments for unincorporated areas adjacent to the airport.	Short	T6	DPZD, LEA
11.	Review the updated master plan for the airport to determine appropriate actions to implement the objectives of the Town Plan.	Short	T6	DPZD, LEA
12.	Conduct a feasibility study for implementing impact fees or other local funding sources that more equitably share the costs of off-site transportation improvements associated with new development	Short	TR7	DEPW, DPZD
13.	Update the subdivision and land development regulations to include design standards for integrating multiple modes of travel into single transportation corridors and provide recommended practices for protecting the historic character of Leesburg, installing traffic calming measures, and building streets at a more human scale with appropriate streetscape enhancements.	Short	TR8	DPZD, DEPW, RTC

See the key at the beginning of this appendix for an explanation of the timeframes and responsible staff/agencies.

## Community Facilities and Services Action Program

No.	Action	Timeframe	Related Objective	Staff/Agencies Responsible
1.	Develop criteria for level of service for all community facilities and services.	Short	CFS2, 3	All
2.	Develop a funded program for planting and maintaining street trees.	Short	CFS8	DPZD, DU, DEPW, TREE
3.	Develop a public participation process for the capital improvement program.	Short	CFS1	DPZD, DU, DEPW
4.	Develop a strategic plan for maintaining and expanding the Balch library services.	Medium	CFS11	BALCH
5.	Develop options that include the creation of a stormwater management utility to fund the requirements of the Town's VPDES Permit.	Medium	CFS7, NR6	DEPW, DU, EAC
6.	Undertake a study to determine how the Town can increase recycling to reduce solid waste.	Medium	CFS9, NR6	DEPW, EAC
7.	Continue to improve recycling efforts to reduce solid waste efforts.	Short	CFS9, NR6	DEPW, EAC
8.	Develop a method for calculating fiscal impacts that can be applied to development applications.	Short	CFS3	DPZD, FIN, DED

See the key at the beginning of this appendix for an explanation of timeframes and responsible staff/agencies.

## Plan Monitoring and Amendment Action Program

No.	Action	Timeframe	Related Objective	Staff/Agencies Responsible
1.	Complete a process for monitoring the progress of Plan implementation. This will involve developing statistics regarding development and provision of capital facilities and infrastructure; evaluation of how Plan objectives are being met, such as the balance of housing and jobs and the revenue ratio between residential and non-residential sources; and an assessment of the need for Plan amendment based on findings of the monitoring report.	Medium	See Plan Implementation and Monitoring section of the Introduction	DPZD
2.	Complete a Plan amendment process that details the timeframe for amending the Plan; how all stakeholders participate in Plan amendment nominations and evaluation; and the process for bringing Plan amendments to the public hearing process.	Medium	See Plan Amendment Process section of the Introduction	DPZD

See the key at the beginning of this appendix for an explanation of timeframes and responsible staff/agencies.